



“American Refugee Committee has always been about the effectiveness and the importance of every person helping. Every volunteer, every donor, every staff person. It’s always been about that.”

Neal Ball
Founder, American Refugee Committee





dis·rupt *verb* /dis-ˈrʌpt/

: to cause a thing to be unable to continue in an accepted way;
: to interrupt the normal progress or activity of a thing

To All Our Partners

The last ten years, advances in technology have disrupted nearly every industry. Health care, retail, banking – they don't resemble themselves from a decade ago. Businesses have shifted their focus to understanding their users and what's important to them. This shift has made "us" so much more important. As far as I can tell, nonprofit organizations have remained largely un-disrupted.

At ARC, we're disrupting ourselves. We've started down a path to re-create a humanitarian organization for the 21st Century. But what does that look like?

Meaning is at the core of our approach. And we're looking at meaning from a few different directions.

We're reconceiving the value of what we put into the world. We're working to better understand what value means to mothers in Congo or fishermen in Somalia, as well as how a supporter looking to engage with ARC would define value. We're also reimagining our work around the world and shifting focus to a human-centered design approach. We're devoting more time and dedication into designing services that are meaningful and create and achieve value according to our new definition of it.

We also believe that in order to generate meaningful value, the 21st century humanitarian organization must address problems through non-traditional methods, with new models and using diverse ideas.

Co-creation is one of the ways ARC approaches this, unlocking new value and hidden potential by convening and designing solutions together with all variety of partners – anyone with a shared purpose. And depending on our desired final result, we let function define form. We recognize that hybrid business approaches and other models have the potential to fuel our work more effectively than we have in the past.

Disruption is difficult. But it can also be an incredible opportunity. We have the chance to fundamentally improve the value of the services and ideas we put out into the world.

We invite you to join us and participate in creating a humanitarian organization for the 21st century. Let us know what's meaningful and valuable to you and work with us to make change in the world.

Sincerely,



Daniel Wordsworth
President, American Refugee Committee

Table of Contents

5	Programs Overview
6	Democratic Republic of Congo
8	Rwanda
10	Syria & Jordan
12	Somalia
14	South Sudan
16	Around the World: 2014
18	Sudan
20	Pakistan
22	Thailand
24	Myanmar
26	Uganda
28	Emergency Relief
30	Board & Management
32	Financial Statement



Overseas Programs

Built from the Ground Up

People suffering during the most vulnerable times of their lives know better than anyone what they need. That's why our programs start with refugees and their unique experiences. They let us know what needs to happen to make meaningful change in their communities, and we work together to make it so.

ARC brings expertise and non-traditional partners to co-create solutions that add new value to communities. But it is refugees themselves who tell us what makes sense for them. On the following pages, you'll see how these people are working through the most challenging times they've seen. You'll get a snapshot of each of the different groups of people we're working with and how they're building a better future. Our partners are diverse, and so is the work we do. But it's all for the same goal – to help people take back control of their lives.

Our programs are made possible by donors like you and through smart partnerships with a diversity of partners, including:



Funding provided by
the United States
Government

U.S. Department of State, Bureau of Population, Refugees and Migration (BPRM)
USAID Office of Foreign Disaster Assistance (OFDA)
United Nations High Commissioner for Refugees (UNHCR)
United States Agency for International Development (USAID)

Democratic Republic of Congo

A Disruptive Business Startup Aimed At Reducing Childhood Mortality

World's Highest Mortality Rates – One in 6 kids in Democratic Republic of Congo won't make it to their fifth birthday. The cause? Common illnesses like pneumonia and acute diarrhea that could be easily prevented and treated.

We're taking down the barriers to keeping kids healthy. We've collaborated directly with local communities to develop a social enterprise that makes accessing clean water, health care, medicines, and nutritious foods as clear and easy as possible. It's called Asili.

We're taking down the barriers to keeping kids healthy.

Asili – Asili is built to effectively deliver simple interventions that will save countless children's lives in eastern Congo. Asili zones deliver a platform of integrated services – essential health care, clean water and agricultural services – that together will immediately impact families' health and improve opportunities.

A core goal of Asili is to deliver these services at a remarkable level of quality and consistency that would delight and astonish any customer – anywhere in the world.

A Business Approach – Asili is a social enterprise. It's a business designed to be profitable within three years, and it's already performing ahead of projection. Pursuing a business approach will allow Asili to scale across Congo and to other countries and will provide a sustainable solution for communities that are often cut off from critical services and care.

FIRST LOCATION	Buhanga, South Kivu province
SERVICES	A blended platform providing clean water, health care and medicine, and agricultural support
MODEL	Social Enterprise

From the very beginning, Asili was co-designed with Congolese mothers and built with their capacity to pay for services in mind. The Asili clinic has been open a few months, and the community has already confirmed they're willing to pay for superior health care and medicine.

The Team – We gathered together a team of great organizations to co-create this solution to child mortality, including USAID, IDEO.org, and a network of social businesses in Congo and neighboring countries. We believe that groundbreaking ideas, like Asili, come from the act of co-creation.

The Impact – The first Asili zone launched in June 2014 in South Kivu in eastern DRC. Asili customers will have consistent and high quality diagnosis, treatment, and drugs provided at every clinic visit. Their water sources will go from 80% contamination down to 0%, locally available food stocks will increase and farmer incomes will triple. Altogether, there will be a dramatic effect on the lives and prospects of local children.





Rwanda

Maximizing Opportunities for Congolese Refugees and Rwandan Neighbors



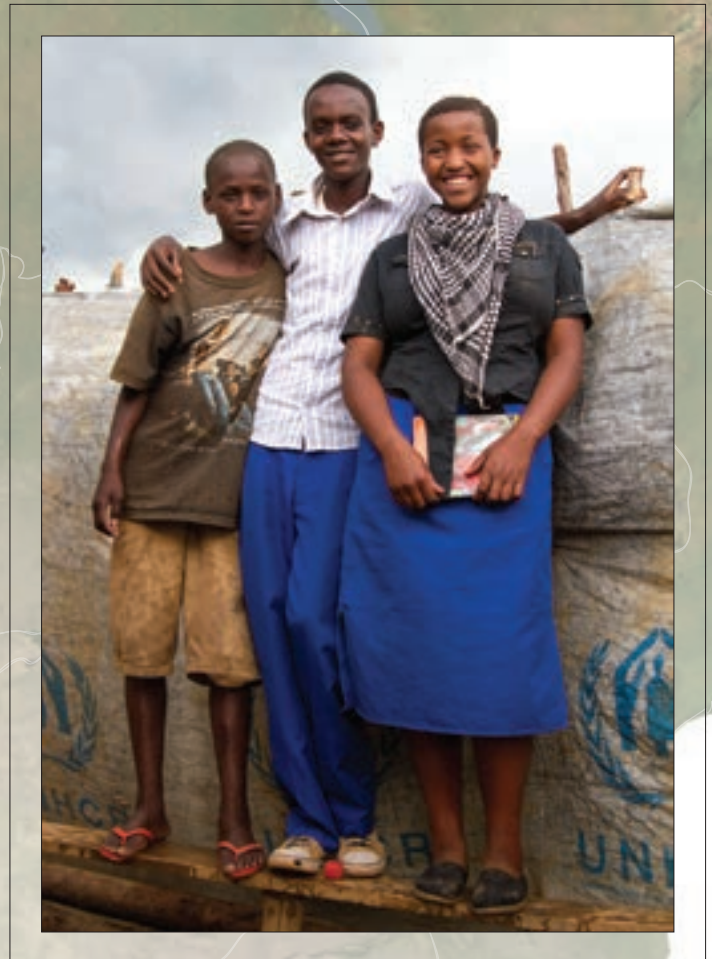
Critical Transformation – Some Congolese refugee families have lived in the camps in Rwanda for more than a decade. Others are just arriving now. Regardless of when they fled, we are helping refugees look ahead to the future. We’re helping children participate in Rwandan society in a positive and productive way, and helping refugee communities, as a whole, integrate peacefully in their surroundings and develop a mutually beneficial exchange with their Rwandan neighbors.

Updating the Basics – Just as a small town needs potholes filled or new stop signs posted, refugee camps – home to thousands of families – require investment in infrastructure, too. Alongside residents, we’re transforming the way camps look and function – starting with shelter, water and sanitation.

Many family shelters in the camps were constructed quickly to accommodate sudden arrivals. They’ve remained largely unchanged for years. With residents, we’re updating existing shelters with safer, more durable materials. And all new shelters will be constructed for better integration in the camp environment, including installation of rain gutters to prevent erosion.

We’re working closely with refugees to also create more durable water and sanitation solutions. A successful pilot harvesting rain water in Kiziba Camp has both reduced erosion and helped supplement water supply for all residents. We’re working to harvest rain water in other camps, as well as transition to more environmentally-friendly latrines.

New Approaches – The potential of the Congolese refugee community and their Rwandan neighbors is incredible. ARC is working to unlock that potential by actively developing co-creative approaches to provide transformational new value to camp residents and the local community. We’re exploring the idea of creating IT coding schools for young people from the camps and their Rwandan counterparts. The schools would generate exciting livelihood opportunities for all youth and foster understanding between the two communities.



IMPACT	68,395 Congolese refugees; local host communities
LOCATIONS	Gihembe, Kigeme, Kiziba, Mugombwa, and Nyabiheke refugee camps
SECTORS	Health & Nutrition; Water, Sanitation and Hygiene; Shelter; Livelihoods



Syria & Jordan

Creating Safe Environments and New Opportunities

Za'atari
Amman

Better Together – The ongoing conflict in Syria has turned life upside down for so many families. Nearly 10 million people have fled their homes due to the violence and been forced to find someplace else to live inside Syria or in neighboring countries. Humanitarian conditions are dire. In order to expand our reach and maximize our impact for survivors, we've been working closely with Questscope – a seasoned organization with decades of experience in the region. Our joint efforts are making a difference for thousands of families.

Our mentoring programs empower youth and encourage strength, stability and hope.



Who is Questscope? – Questscope was founded 25 years ago and has worked throughout the Middle East and North Africa region. Their mission is to create social, educational and livelihood opportunities for marginalized youth. Their efforts have been recognized for excellence by the Schwab Foundation of the World Economic Forum for Social Entrepreneurship, and Tufts University for Global Citizenship.

Collective Shelters – For many families displaced inside Syria, their only option is to seek shelter together in schools, unfinished apartment buildings and office parks or other public buildings not intended for family living. Our Questscope teams are retrofitting these collective shelters with wooden wall partitions, doors that lock, and electrical modifications to ensure they are safe for multiple family living. They're also installing and repairing water systems, conducting regular water safety tests and modifying sanitation systems. And they are training families how to clean, maintain and repair these facilities on an ongoing basis. Safe water and hygienic conditions are crucial to prevent the spread of disease.

Of course, livable conditions are about more than clean water and private family spaces. Many Syrians have experienced emotional, psychological and physical distress, and it's essential we provide an environment that protects people from further abuse. They've created safe, recreational spaces for children and women inside

of the shelters and shared techniques for avoiding potentially dangerous situations. A referral network helps survivors of abuse get the assistance they need, and our partner staff is on-call to provide psychosocial support and counseling for families.

Education & Mentorship – Whether Syrian refugee children or Jordanian kids who've fallen out of the system, thousands of youth have had their educations interrupted. Building on Questscope's depth of knowledge and practical experience, they've developed educational programs specially-designed for these children. Last year, in partnership with Jordan's Ministry of Education, 1500 youth were enrolled in the 2-year alternative diploma program, both inside the country's Za'atari Syrian Refugee Camp and throughout Jordan.

Also in Za'atari camp, Questscope's mentorship program connected 1,100 Syrian youth with 100 positive young adult mentors last year. Regular one-on-one and group meetings with their mentors are structured to allow youth to develop relationships with adults in their own way. Our mentoring programs empower youth and encourage strength, stability and hope. They also provide purpose and meaningful activity for our adult mentors who have themselves endured terrible events.





Somalia

Creating an environment for Somali youth to become leaders of a new and peaceful Somalia

Emergency Support – ARC continues responding to the emergency needs of families who've been displaced from their homes by disaster or violence. Unique among aid agencies, ARC staff have a direct presence on the ground throughout Somalia providing medical care, medicines, clean water and sanitation to people in need.

I AM A STAR – Our Somalia program is a co-creation of ARC and the global Somali Diaspora to design a humanitarian response and change the narrative about Somalia. The I Am A Star campaign has informed all aspects of ARC's approach, including its decisions to headquarter in Mogadishu and directly deliver services – ensuring 100% of resources were received by those who needed them most.

This close partnership with the Somali Diaspora continues today, shaping two new major ARC initiatives:

Generating 50,000 New Jobs – Youth unemployment stands at 66%, and there are very few opportunities for young people to develop livelihoods and create stability for themselves. We're working with Somali partners inside and outside Somalia to change that.

We partnered directly with existing Somali companies to determine the kinds of skills they need to grow. Then we created training and internship programs for Somali youth to gain those skills and become the type of employees Somali companies are desperate for. Thus far, we've placed more than 90% of graduates in long-term employment. We're also working with Somali remittance company Kaah Express and youth development foundation Silatech to pilot a microfinance service that could eventually help young people throughout Somalia start new small businesses to support themselves. And, finally, we're working to reboot Somalia's dormant fishing industry starting in Kismayo.

IMPACT	154,909 people helped
LOCATIONS	Throughout the Somali territories, including South Central Somalia
SECTORS	Health Care; Water, Sanitation & Hygiene; Protection, Shelter, Livelihoods & Microfinance

We're working with Somali partners inside and outside Somalia

We're retraining fisherman and providing new equipment. With the longest coastline on mainland Africa, Somalis have a great opportunity to tap the ocean's resources, and we're there to help fishermen market their catch.

Protecting Women – Support of community leaders and institutions is critical in preventing and responding to violence against women. We've been working closely with Somali imams to protect women and girls in Somalia. Moved to action after witnessing the vulnerability of women living in displaced person camps, imams have used their voices to prevent violence against women. Together, we're planning a nationwide advocacy and outreach campaign to start a national dialog about violence against women.





South Sudan

Supporting the World's Newest State

A Challenging Beginning – South Sudan has been an independent state for barely three years. Already, South Sudanese are dealing with a civil conflict that has shaken the country and left it on the brink of famine. It's been a difficult year, but ARC has seen several difficult years since we began working with South Sudanese communities back in 1994. Now, as this newest country encounters the first challenges to unity and well-being, it's ARC's responsibility to help the people through this difficult period in whatever way we can.

Healthy Communities – South Sudan is a new state. ARC is collaborating closely with the government to put in place all the services that people rely on to survive and thrive. We're continuing our work with the Ministry of Health to ensure that health care and medicines are available in remote areas of South Sudan, while training South Sudanese to eventually take on these responsibilities. We equip clinics and train government doctors,



It's ARC's responsibility to help the people of South Sudan through this difficult period

nurses and health workers in primary care, reproductive care, HIV prevention and treatment, and more across a large portion of the country.

In some instances where capacity building isn't yet possible, we directly provide health services to communities. Such is the case at the Kapoeta Civil Hospital where ARC has established a maternity and neonatal ward. For the time being we are directly providing emergency obstetric care at the hospital, but we look forward to training South Sudanese staff and handing over the ward once local officials are able to take it on.

Bringing ARC's Capabilities to Bear – In addition to ensuring people can access quality health care, our teams also work to prevent violence against women. That includes a new initiative in Northern Bahr el Ghazal and Magwi Counties to open a dialog with communities about violence, how to prevent it, and how to end it.

In other countries, ARC offers many other life-changing services that would certainly benefit people in South Sudan. Clean water, sanitation and hygiene services, agricultural education and support, livelihoods training and microenterprise development – ARC hopes to bring all of these services to bear as South Sudanese build their future from the ground up.

IMPACT	1,450,000 people helped
LOCATIONS	Aweil, Kajo Keji; Kapoeta East, Kapoeta South, Kuajok, Nimule Magwi
SERVICES	Health Care; Protection; Capacity Building



Agriculture & Food Security
Camp Management
Capacity Building & Training
Community Development
Community Health Education
Disease Prevention and Control
Emergency Health Care
Emergency Obstetrics
Environmental Protection
Family Planning
Gender-based Violence
Prevention & Response
HIV/AIDS Prevention and Treatment
Immunizations
Income Generation
Infectious Disease Prevention
Legal Assistance
Microenterprise Development
Microfinance
Mother and Child Health Care
Nutritional Support
Primary Health Care
Protection
Psychosocial Support
Rapid Emergency Response
Reproductive Health Care
Savings & Loan Associations
Shelter Construction & Rehabilitation
Small Business & Vocational Training
Water and Sanitation

Last year,
we helped
3 million
people in
12 countries
affected by
conflict and
disaster.



SYRIA

JORDAN

SUDAN

SOUTH SUDAN

SOMALIA

UGANDA

RWANDA

DEMOCRATIC
REPUBLIC
OF CONGO

Equator



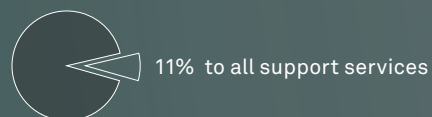
Around the World: 2014

American Refugee Committee

ARC is proud to help refugees around the world with the support of individuals from over 70 nations, including:

- | | | | | | | | | | |
|------------|-------------|----------------|---------|-----------|------------|-------------|--------------|-------------|-----------|
| Argentina | Chile | Djibouti | Finland | Indonesia | Mexico | Norway | Serbia | Sudan | U.A.E. |
| Australia | China | Dominican Rep. | France | Italy | Montenegro | Pakistan | Singapore | Sweden | U.K. |
| Austria | Colombia | Ecuador | Germany | Japan | Morocco | Peru | Somalia | Switzerland | Uruguay |
| Bangladesh | Comoros Is. | Egypt | Ghana | Kenya | Myanmar | Philippines | South Africa | Thailand | Venezuela |
| Brazil | Costa Rica | El Salvador | Haiti | Liberia | Nepal | Qatar | South Korea | Turkey | Yemen |
| Canada | Denmark | Ethiopia | India | Malaysia | Nigeria | Rwanda | Spain | Uganda | Zimbabwe |

89% of all donations and funds go directly to our overseas programs



area of map detail





MYANMAR

THAILAND

PHILIPPINES

Sudan

Fostering Resilience in Darfur Communities

The Situation – Until last year, Darfur had enjoyed a period of peace and stability. Violence had receded, and people were focused on strengthening their livelihoods and caring for their families. Conflict reignited early in 2013 and still lingers, causing hundreds of thousands of families to flee home for safety.

Emergency Support – Tens of thousands of newly displaced people have streamed into camps in Darfur where ARC provides lifesaving care. Our teams have responded, providing health care, medicines

Tens of thousands of newly displaced people have streamed into camps in Darfur

and clean water to new arrivals as well as existing camp residents. In order to meet the increased demand for water, we partnered with UNICEF to truck water in on a daily basis. We're working to bore new wells so that camp residents can access water nearby their shelters.

Village Resilience – ARC is focused on building the resilience of Darfuri communities. Since 2004, we've been one of the only agencies in Darfur working out in rural areas, providing agricultural support, clean water and health care in villages. We've helped them prepared for the shocks and uncertainty that are too frequent in Darfur.

When the families we work with in large displaced person camps decide to return home, we can use our presence in Darfur's rural areas to ease their return. The health clinics and water systems

we've established will give families something to return to.

Expanding Reach – ARC has worked with people in South Darfur for the past decade, but this year we started operations in East Darfur at the request of the government of Sudan. We now support 17 primary health clinics and three mobile clinics throughout the entire region. And we're providing nutrition, reproductive health care, clean water, sanitation and hygiene services in both South and East Darfur.

An Enduring Legacy – Since 2003, ARC has paid for hundreds of Darfuri women to be trained as midwives and then return home to care for mothers and infants in their communities. It's a legacy we'll be proud to leave behind.



OPERATIONAL SINCE	2004
LOCATIONS	South Darfur and East Darfur
SERVICES	Health Care; Water, Sanitation and Hygiene; Nutrition; Peacebuilding; Emergency Support



Pakistan

Forming Alliances to Tackle Pakistan's Biggest Humanitarian Challenges

Afghan Refugees – Since 2002, ARC has worked with Afghan refugees in Western Pakistan. We've provided a wide variety of services over the past 12 years. Currently, we provide primary health services, reproductive health and HIV services for refugee communities in Balochistan Province. We're also working with local authorities to increase their capacity to operate health facilities, as well as effectively address and prevent violence against women at the community level.

Disaster Response – In twelve years in Pakistan, ARC has responded to several large-scale humanitarian disasters and crises. Most recently, our teams have reached out to flood survivors in the south of the country and people displaced by ongoing insecurity on the northern border with Pakistan, not to mention earthquake relief in 2005. In the wake of a disaster, we provide clean water and sanitation, shelter and critical relief items, safe spaces, and health and nutrition services.

Our services extend from survivors themselves to the communities that host survivors. In humanitarian crises, host communities are the most generous supporters of families who have fled disaster. They take them into their homes and generously share their own resources without expecting anything in return. In emergencies, we make sure host communities get the same access as survivors to the services we provide.

I AM A STAR For Pakistan – Nearly 50% of Pakistani children from poor households do not attend school. The rate is even higher for girls. To address this tragedy, we're replicating the successful I AM A STAR for Somalia campaign to co-create a breakthrough solution for education in Pakistan. We're allying with groups like the PAGE consortium and reaching out with innovative, specially tailored programs to help poor children get the chance at a better future.

OPERATIONAL SINCE	2002
LOCATIONS	Refugee camps and host communities in Balochistan province; rural villages
SERVICES	Health Care; Protection; Emergency Relief; Education

Home schools offer the same curriculum as traditional schools but in a flexible model.

There are a lot of barriers for kids to not attend school. Their family may need their help making a living or may not be able to afford the required uniforms and school supplies. Families may not want to send their children away to another city for school – sometimes the only option.

I AM A STAR for Pakistan has developed a low-cost model with village 'home schools' and local female teachers at the center. Home schools offer the same curriculum as traditional schools but in a flexible model that works for families. Uniforms are not required and stationery is provided for students. Classes are offered in the evening in a local home, and there are no school fees for families to worry about. Some home schools are already up and running, and we're working to get even more started through the support of private individual donors and others. It's a solution that utilizes already existing capacity and costs very little to the community and to ARC. We can fund one school for just \$3,600 per year.



I AM A ★

کے قطرے ضرور پلوائیں۔

نظمتی ٹیکوں کے مرکز سے قطرے پلوائیں۔

پولیو کے دو قطرے
ہر بچہ ہر بار



Thailand

A Shared Border



ARC has long worked in refugee camps on the Thailand side of the border with Myanmar, providing support for mostly Karen refugees since 1992. However, this year our program in Thailand became part of a two country, cross-border effort to empower refugees and prepare their home communities in Myanmar to receive them – when and if they decide to return. We are excited to be expanding our work to help more people along a border we’ve learned well over the last 22 years.

Refugee-led Camps – In the camps in Thailand, we’re continuing our work with the hundreds of thousands of people from Myanmar who fled the country as refugees. The running of the camp is led by camp residents. We’ve trained them to provide much of the services people in the camps require. Refugees maintain and improve the water systems as well as train each other in vocational and business skills that will help them one day start small

businesses. They work as medics to provide medical care in the camp clinics, and refugee midwives attend childbirths and care for infants and mothers.

All the professional, lifesaving skills that refugees have learned and refined are not only vital to the running of a refugee camp. They will provide individuals with a livelihood and be a valuable asset to their community, whether they choose to return home to Myanmar or settle someplace else.

The running of the camps is led by residents.

Fighting Tuberculosis in Bangkok – In metropolitan Bangkok, we organize the efforts of all public and private health care providers working to care for patients with TB. That includes expanding access to short-course therapies and improving the quality of treatment. We also do public outreach in Bangkok to educate communities and empower them with the tools to prevent the spread of TB.

Preparing for Returning – Our new position on both sides of the border is critically important. In the long-term, it allows us to be a much better resource for refugees in the Thai camps. Most people aren’t ready to return now, but when they are our staff can help them understand what to expect. Many people left their homes years ago. They don’t know what life is like in Myanmar any more, and that uncertainty will convince refugees to delay their return home. With staff on the ground in Myanmar, we can share detailed updates from specific villages and regions with refugees in Thailand. We may even be able to plan come-and-see trips across the border, so families can visit their home villages before actually packing up and moving back.



OPERATIONAL SINCE	1979
LOCATIONS	Border refugee camps in East Central Thailand; Migrant communities in southern Thailand
SERVICES	Health Care; Water, Sanitation and Hygiene; Protection; Shelter; Livelihoods



Myanmar

A Shared Border

Background – Since independence, much of Myanmar’s history has been characterized by ethnic and religious conflict. Much of the country has been cut off to foreigners and humanitarian agencies, and hundreds of thousands of people have fled to neighboring countries either as refugees or economic migrants. In the last

Our position on both sides of the border is critical in this fight.

couple of years, Myanmar has undertaken significant reforms and opened previously restricted regions to organizations like ARC. A civilian government is in place and negotiations with religious and ethnic minorities are progressing, although the people of Myanmar have endured years of economic hardship and had access to very limited services.

Drug Resistant Malaria – Currently, ARC’s program in Myanmar is focused on fighting malaria. It’s part of ARC’s effort on both sides of the border with Thailand to contain strains of the disease that have become resistant to drugs frequently used to treat malaria. Were these strains to spread it could cause a regional health catastrophe. Our position on both sides of the border is critical in this fight.

We’re working with the Myanmar government and local ethnic organizations to treat people with malaria and halt the spread of this strain. That includes distributing mosquito nets, providing malaria testing in villages and at border crossings, treating positive individuals with alternate treatment, and training local health volunteers to communicate key public health messages about malaria. Our efforts to target malaria on the Thailand side of the border are much the same. In fact, ARC teams have been

working to eliminate drug resistant malaria in Thailand for several years now and have been able to apply lessons we’ve learned directly to the new program in Myanmar.

Preparing for Returning – The refugees ARC works with in camps in Thailand are used to accessing certain basic services like health care, clean water and sanitation services. If there’s no one providing these kind of services near their homes in Myanmar, it would be hard to imagine refugee families deciding to return.

In the long-term, ARC looks to work with community organizations and officials in Myanmar to build their capacity for providing these services to families returning. Our cross-border staff will be able to communicate improvements and progress directly to refugees in the camps in Thailand. There is a lot of work ahead, but we’re preparing the ground for a safe, successful and joyful return for families.

OPERATIONAL SINCE	2014
LOCATIONS	Kayin, Mon and Tanintharyi States
SERVICES	Artemisinin-resistant Malaria Prevention, Treatment and Control





Uganda

Hosting Refugees From All Around The World



Working With Diverse Refugee Populations – ARC’s work in Uganda is unique among ARC programs. We provide support and services to refugees living in Nakivale and Kyangwali refugee camps in Uganda – perhaps the two most diversely populated refugee camps in the world. Together, they host families from DRC, Sudan, Somalia, South Sudan, Burundi and several other countries.

Refugee settlements in Uganda are also unique. They feel more like a collection of villages than a refugee camp, and refugees are free to come and go. People of the same nationalities often opt to

live near one another. Every family receives a small plot of land on which to farm and build a home.

organizations to make the settlements violence-free by training community activists, distributing violence hotline materials and holding community meetings to discuss strategies for preventing violence.

Community Services – As is true in any city or small town, providing community services can improve the quality of life and ensure that things run smoothly. ARC teams with refugee committees to provide a variety of community services. Perhaps the most important is ensuring the safety, health and happiness of unaccompanied minors – children who came to the settlements without family members. We identify appropriate foster families, train them in the basics of foster care and then follow up regularly after placing children in their care. And we support foster families by provide clothing and other essential items for the children they take in.

ARC is responsible for delivering clean water to 56,000 people.

live near one another. Every family receives a small plot of land on which to farm and build a home.

A City’s Supply of Water – ARC is responsible for delivering clean water to more than 56,000 people throughout Nakivale refugee settlement, and we work closely with camp residents to make it happen. We train refugees in everything from hygiene promotion and proper latrine usage to maintenance and repairs of the water system and tap points. The supply is tested regularly to ensure that water is always clean and safe for all residents.

Protecting Women – For several years, ARC has been a leader in preventing and responding to violence against women in Uganda. Today, we lead all violence and prevention activities in both Kyangwali and Nakivale camps. We provide counseling, medicines, legal aid and relief items to survivors of violence, and we help them access health care and any other support they may need after the trauma they suffered. We’re working closely with community



IMPACT	117,000 People Helped
LOCATIONS	Kyangwali and Nakivale refugee camps
SERVICES	Water, Sanitation and Hygiene; Protection; Livelihoods; Community Services



Emergency Relief

Each one is different

Over the years, ARC has responded to dozens of emergencies in locations around the globe. From natural disaster to violent conflict, we've provided lifesaving services and a haven for millions of people who've experienced catastrophic, life-changing events. We monitor emergencies around the world. And we respond when we believe ARC can contribute.

From the 2010 Haiti earthquake and the 2004 Tsunami to conflict in Congo and Hurricane Katrina – we've supported survivors in whatever way the situation dictated. That could mean constructing emergency shelters to quickly get people out of the elements. It might mean getting people basic supplies like clean water, food and relief items, or it could mean organizing work crews to start cleaning up after a disaster. Often it means setting up spaces where women and children can safely interact and heal after trauma.

We don't respond to emergencies with the intention of staying in that place for years and years. We just respond, fast. Once we're on the ground, we see if there's more we can do or if there are gaps that need filling. As long as we can still help and there is a space for us to use ARC capabilities, we will stay. We responded



In emergency relief, our only agenda is to help survivors in whatever way they need.

to the humanitarian emergency in Darfur in 2003, and we've stayed for more than a decade. In Haiti, we built transitional shelters for thousands of Haitian families, and then two years later we handed the process of rebuilding permanent family homes over to organizations with more experience in that area.

Typhoon Haiyan in the Philippines

ARC's emergency response team was on the ground in the devastated regions of the Philippines shortly after the typhoon hit on November 8, 2013. Our immediate efforts were focused in Tacloban and the nearby town of Dulag, distributing hundreds of emergency shelter kits, hygiene kits, food rations, mosquito nets and other relief items. We also partnered with a group of doctors to bring essential medicines and medical care to survivors.

In the weeks and months following the disaster, we got individuals from the community back to work gathering rubble and even building a temporary bridge to clear trade routes through villages for farmers and merchants. 33 million coconut trees were downed or damaged in the storm, blanketing farmlands and preventing farmers from planting their crops. Our team trained an army of 500 chainsaw operators – in safety protocols and equipment maintenance – so they could begin sawing and processing the trees.

We concluded our efforts in the Philippines in July with a final project rehabilitating two elementary schools and a high school in Tacloban City. We repaired ceilings, roofs, windows, doors and walls so that teachers could get back in their classrooms and students could finally get back to their educations.



Management Team

Executive Management team

Daniel Wordsworth
President & CEO

Mark White
Chief Financial Officer

Sarah Hartman
Director of Development and Public Affairs

Chris Smoot
Director of International Programs

Colleen Striegel
Director of Human Resources and Administration

Senior Leadership Team

Adan Adar
*Country Director,
Somalia*

Frederic Auger
*Country Director,
Rwanda*

Gordon Brown
*Country Director, South
Sudan*

Tariq Cheema
*Country Representative,
Pakistan*

Tharangi
Cumararatunge
Controller

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*Country Director,
Uganda*

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DRC*

Gina Paulette
Regional Manager

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*Senior Program
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We thank recent former board members:: David Duclos; Tracy Poe; Jim Rustad



2014 Financial Statement

Financial Responsibility is always a top priority for the American Refugee Committee. We work as efficiently as possible in addressing the needs of refugees.

Statement of Activities and Changes in Net Assets April 1, 2012 to March 31, 2013

Revenue and Support	<i>(in dollars)</i>
Contributions and Grants:	
Contributions	2,842,342
U.S. Government Grants	17,922,228
United Nations Grants	10,538,457
Private and other support contributions	6,235,747
In-Kind goods and services	84,212
Micro-credit interest and fees	42,261
Interest and investment income	48,465
Other Income	416,060
Total revenue and support	38,129,772
Expenses	
<i>(in dollars)</i>	
Program Services:	
International Programs	30,013,540
Supporting Services:	
General and Administrative	2,799,043
Fundraising	861,638
Total Supporting Services	3,660,681
Total Expenses	33,674,221
Change in Net Assets before other items	4,455,551
Other Items	
Change in valuation of Liberty Finance Investment	23,518
Changes in Net Assets	4,479,069
Net Assets at End of Year	23,124,011

Statement of Financial Position April 1, 2012 to March 31, 2013

Assets	<i>(in dollars)</i>
Assets	
Cash:	
Total Cash:	3,059,079
Investments	535,527
Grants receivable	20,914,794
Other receivables	336,805
Pledges receivable	900,958
Prepaid expenses	693,049
Equipment and vehicles, net of accumulated depreciation and amortization of \$533,622	165,639
Total Assets	26,605,851
Liabilities and Net Assets	
<i>(in dollars)</i>	
Liabilities	
Accounts Payable	792,627
Grants Payable	534,229
Accrued salaries and benefits	2,154,984
Total Liabilities	3,481,840
Net Assets	
Unrestricted	505,323
Temporarily restricted	21,770,433
Permanently restricted	848,255
Total Liabilities	23,124,011
Total Liabilities and Net Assets	26,605,851

Our latest IRS Form 990 and audited financial statements are available on our website: www.ARCrelief.org



Thank you for your support.

When you give, we are able to leverage every dollar of your support into \$14 more from institutional donors. And, 90% of the funds we raise go directly to help people in need. Financial responsibility is always a top priority for the American Refugee Committee. We work as efficiently as possible in addressing the needs of refugees.

Website: www.ARCrelief.org
Email: WhatCanIDo@ARChq.org
Call: (800) 875-7060
Address: 615 1st Ave. NE, Suite 500
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